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12 November 1964

MEMORANDUM FOR: Director of Training
SUBJECT : Course Report — Eleventh Two-Week Project USEFUL

1. The eleventh presentation of the two-week Project USEFUL program was held at Headquarters in Room 1A-07 from 19 through 30 October 1964. This program is an orientation for senior military officers in the mission and functions of the Central Intelligence Agency, with emphasis on those matters which are of direct interest to the military services, such as war planning and CIA intelligence support to the military. It is also intended that these officers should leave the course with a better appreciation of how CIA and the Services can mutually support one another.

2. Background: In the period between the tenth and eleventh presentation of Project USEFUL, responsibility was transferred from the War Plans Staff to the Office of Training. For this presentation we requested the assistance of War Plans Staff. We received excellent cooperation from the War Plans Staff both before and during the course. A letter of invitation addressed to the Chairman, Joint Chiefs of Staff was sent under the DCI's signature in early May of 1964. As a result of this letter, the Joint Staff established quotas for the various commands and DOD elements. Liaison with the Joint Staff was conducted through Col. James Short, USMC.

3. Preparation: Contacting the speakers was divided about equally between WPS and OTR. Each speaker received a general statement of course objectives and general guidance, a specific set of instructions for his presentation, and a schedule. A reading kit of modest proportions was put together with about 75% of the materials unclassified and thereby available to the students at the end of the course. Arrangements were made with the OTR Library to permit the attending officers to charge out materials from the unclassified stocks. An innovation this time was pre-printed paper on which the schedule was mimeographed. (Attachment A — Schedule).

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4. Class Composition: We were prepared to handle fifty officers in the USEFUL program. Two weeks before the course began we were processing the papers of fifty officers and a number of alternates. On the first day of the course only forty-three officers reported. By grade the group consisted of twenty-three colonels and navy captains, seventeen lieutenant-colonels or commanders, and three majors. These officers represented LANTCOM, EUCOM, PACOM, STRICOM, SOUTHCOM, ALCOM, the senior military colleges and DOD headquarters elements such as Defense Intelligence Agency, the Joint Staff, Departments of the Air Force, Navy, and Army. By position they represented war planning functions, intelligence activities and national security training (NWC, ICAF, etc.).
(Attachment B — Roster)

5. Course Content & Methodology:

a. The course consisted of six segments: I. "CIA and the Intelligence Community" (approximately one day); II. The Production of Intelligence (approximately two days); III. The DD/S&T ($\frac{1}{2}$ day); IV. The Clandestine Services ($1\frac{1}{2}$ days); V. War Planning and Paramilitary Operations (3 days); and VI. Operational Support (2 days). The monotony of straight lectures was broken by showing pertinent CIA-made films. The group was shown [redacted] [redacted]

[redacted] exhibit on one day and conducted on a tour of the OCR Library, Biographic Register, Graphics Register and Cartographic Division/OCR on another day. Arrangements were made with OCI for area briefings on the USSR, Latin America and the Far East. For this the class was divided into three groups. Two group discussion sessions were held in which the class was divided into three groups. These sessions were chaired by an OTR instructor and a representative of the War Plans Staff.

b. On the whole the course progressed as expected. For the record, the presentation by the Office of Communication given by [redacted] should be lengthened from fifty minutes to one and one-half hours. Students and Mr. [redacted] have requested this.

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6. Administrative Considerations:

a. The handling of security clearances and security arrangements was accomplished quite satisfactorily through the efforts of [REDACTED] SO/OTR. Arrangements were made for bus transportation from the Pentagon to Langley and return each day for about twenty officers. We were forced to arrange for commercial transportation at the last minute because of the unavailability of Agency chauffeurs. [REDACTED] XO/TR, was able to effect this change for us expeditiously with a minimum of fluster.

b. In view of the fact that we had only forty-three students who actually reported for the course, for future presentations we will try to arrange with the Joint Staff for a more flexible system of alternates wherein personnel assigned to Washington could fill in for overseas drop outs. This matter will be discussed with Col. Short. In general, administrative difficulties were anticipated and a minimum number of such problems arose during the course.

7. Student Briefings: The War Plans Staff to a large extent, and the Office of Training, to a lesser extent, were engaged in arranging individual briefings for a number of the USEFUL officers. This evolved at the request of either one of the CIA components or on the desire of the USEFUL officers and proved to be an effective means of bridging liaison gaps. This extra effort was appreciated by the students involved. In one instance, one of the officers informed the chief instructor that he was assigned to a senior post in an African country. Arrangements were made through OCR and [REDACTED] for briefings by ORR, Biographic Register, OCI, [REDACTED] and Africa Division.

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8. Conclusions: Both the representatives of OTR and WPS involved in the course feel that this was a most successful presentation of Project USEFUL. The time available was used fully and with good effect. It is felt that the attending officers left the program with a far better understanding of CIA and; from a public relations viewpoint, with a favorable attitude towards the Agency.

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For the most part the speakers were quite candid with the attending officers. This was recognized and appreciated. With a few exceptions, the speakers handled themselves in a highly exemplary fashion and reflected, as far as the officers were concerned, a high caliber effort on our part. The efforts of [REDACTED] SO/OTR, and the members of Instructional Services/Audio Aids, ORR were much appreciated. We wish to thank members of War Plans Staff who all cooperated willingly and effectively throughout the course.

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[REDACTED]
Chief Instructor

Attachments:

- 1 - Schedule
- 2 - Student Roster

Distribution:

Orig. - Addressee

- 1 - DDP/TR
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